

**HOLY TRINITY C of E PRIMARY SCHOOL**

Effra Road, Wimbledon, London, SW19 8PW

info@holytrinity.merton.sch.uk

020 8542 1591

**GROWING TOGETHER AS CHILDREN OF GOD**



**Holy Trinity**  
**C of E Primary School**

# **Governors' Annual Report**

## **2022-2023**



### Foreword

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*“Education breeds confidence. Confidence breeds hope. Hope breeds peace.” – Confucius.*

In the current turbulent times, it is important we kept reminding ourselves how much of an important role good education plays in society – it has the power to turn mirrors into windows.

Holy Trinity C of E School celebrated its 125 years in education and in building a community! It was a special year of celebrating our diversity, of learning and growing together, of reinforcing our values and of financial discipline.

Under the able and considerate leadership of our headteacher, Mrs Rickards and our Senior Leadership Team, our school and its pupils have had yet another year of successes across several parameters, despite the challenging environment and national pressures on education. None of this would have happened without the enthusiasm and efforts of our children, the focus and determination of our staff and the engagement and support of our parents and carers. I, on behalf of the Governing Board, would like to extend my thanks to each and every one of them.

We wish you all a fantastic summer, and say fond farewells to those who move on from this nurturing school community to their new secondary beginnings!

**Shipra Gupta, Chairs of Governors**

We have enjoyed celebrating our school this year, in its 125<sup>th</sup> anniversary year. It has been wonderful to see God’s hand on the school over the last 125 years and to thank God for his faithfulness throughout this time. I would like to pay tribute to the staff, who have just got on with any task in hand, whatever that may have been. I would also like to thank our Governors and families for their incredible support, generosity and encouragement. The Holy Trinity community continues to show God’s love through word and action, in so many different ways.

We continue to recognise the changing demographic within Wimbledon, and are conscious of the decline in pupil numbers across Merton, and the whole of London, as a result of families moving away from the area since the pandemic, the impact of Brexit resulting in fewer families moving in to the area, and the ever-increasing cost of living in Wimbledon. We are mindful of the challenges that this decline in numbers will cause us and our neighbouring schools.

I would particularly like to thank our governors, who have worked tirelessly for our school this year. Many of our governors are new, and they have embraced their role and ensured that they have quickly become familiar with their responsibilities.

I remain proud to be leading our school community as we Grow together as children of God.

**Izzy Rickards, Headteacher**  
**July 2023**

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## School Leavers

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Our Year 6 pupils were offered places at a wide range of secondary schools for September 2023, reflecting their individual personalities. As ever this is a combination of our local comprehensive schools, grammar schools, and the independent sector:

Ricards' Lodge  
Rutlish School  
St Cecilia's Church of England Secondary School  
Ursuline High School  
Chestnut Grove Academy  
The Holy Cross School  
Ashcroft Technology Academy  
Harris Academy Wimbledon  
Graveney School  
Wimbledon College  
The Tiffin School  
City of London Freeman's School  
Kingston Grammar School  
Emanuel School  
Whitgift School  
Surbiton High School  
Wimbledon High School  
ACS Cobham International School  
King's College Wimbledon  
Notre Dame School

We are very proud of the achievements of our Year 6 children, and contribution they have made to the school. We wish them every success in their new schools. We look forward to keeping in touch with our alumni in the coming years and hope they will help us to build closer links with local secondary schools and to share information about secondary school options with our current pupils and parents.

## Committee Reports

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Each of our committees has reported against their objectives and has used the outcomes from this year to inform next year's strategic priorities. The following pages summarise the work of each committee over the past year:

- Standards, Teaching and Learning Committee
- Children, Families and Community Committee
- Business Committee
- Faith Team

## Standards, Teaching and Learning

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This year we have continued to look at pupil progress and attainment alongside the standards, teaching and learning of the school. It has been a pleasure to work with staff and learn more about the exciting curriculum developments within the school. It was fascinating to have a presentation by Mrs Moran regarding developments in Special Educational Needs and how the school meets the needs of those children.

We have been very pleased with the recent data, especially the progress levels as it further highlights the tremendous efforts of the staff to support the pupils in their learning. As a group, we have looked at the progress of “homegrown “children who have been with us since the early years, which has cemented the excellent work done in the foundation stage to prepare the children for their onward learning.

Looking ahead, we will discuss the recent attainment level in more depth and consider the new curriculum developments, such as guided reading and the maths scheme of work.

### Children, Families and Community

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The Children, Families and Community committee (CFC) has a wide-ranging remit.

One key activity undertaken annually by CFC is to survey the school community (pupils, parents/carers and staff) anonymously in the Spring. The results of the Parent Survey are then used to prepare the Parent Forum, giving parents/carers further opportunities to input into the life of the school.

For 2022-2023 the committee had the following key objectives:

1. To promote diversity and inclusion in our school community
2. To ensure the health and wellbeing of the school community

The following areas also fall under the remit of the CFC Committee:

- Safeguarding (all committees)
- Behaviour
- Admissions
- Attendance and punctuality
- Environment
- Supporting pupils with medical conditions

#### To promote diversity and inclusion in our school community

This continues to be a key focus of the CFC and has been included as a standing item on the agenda. Policies are being reviewed through a Diversity and Inclusion lens.

One of the outcomes of the previous years' Diversity Think Tank was for the school to review its recruitment for new staff, to ensure that the advertisement was welcoming to all. This work has continued this year, and school has seen an increase in applications from applicants with diverse backgrounds, many of whom were successfully shortlisted.

#### To ensure the health and well-being of all pupils & staff

The Friday Bulletin has continued to include tips and messages about healthy lifestyle, wellbeing seminars, transition workshops as well as signposting families to the support offered by the Mental Health in Schools Team and the Educational Wellbeing Practitioners.

School retained the Gold Healthy School Award, in recognition of its work in this area.

Holy Trinity continues to be pivotal in the Trailblazer Project which provides interventions targeting well-being and mental health in schools nationally.

The Headteacher's existing "open door policy" with respect to raising concerns was clearly emphasised to the parent/carer community in the weekly Bulletin.

The governors have continued to support the wellbeing of the staff. They agreed to financially support Staff Absence Insurance, using the company that offers a wide range of health benefits for staff, including physiotherapy, counselling and a private GP service. Staff are appreciative of this, and have benefitted from these services.

Other aspects of the work of the CFC Committee:

### **Safeguarding**

Safeguarding is discussed at each CFC meeting throughout the year and governors receive anonymised reports on incidents and any concerns raised about pupils at each CFC and at each Full Governing Body meeting. The safeguarding policy is reviewed annually and updated in a timely way following any changes in policy or guidance issued by DfE. Our governing body has a Lead Governor for Safeguarding who liaises regularly with the Designated Safeguarding lead. All staff and governors have annual safeguarding training. Some governors are also trained in Safer Recruitment to support the staff team in avoiding making inappropriate appointments.

### **Behaviour**

The CFC committee has, as usual, continued to hold the school to account with respect to managing pupil behaviour and regularly viewed and discussed data regarding pupil behaviour. The school survey allowed us to ask the views of pupils, staff and parents/carers about behaviour management and the extent to which pupils feel safe.

### **Admissions**

We received 284 applications for Reception, with 83 of these ranking Holy Trinity as their choice school. 23 sibling places were offered. The family accepting a non-sibling open place offer who live furthest from the school live approximately 183m from school.

Nursery received 63 on time applications for 36 places.

### **Attendance and Punctuality**

Attendance is reported at every Full Governing Body. Attendance is still lower than pre-pandemic, but Holy Trinity's attendance is well above National and Merton data.

### **Environment**

The school continues to hold the Eco-schools Green Flag Award.

### **Supporting pupils with medical conditions**

The CFC continue to monitor the Medical Conditions' Policy to ensure the safety of all of our pupils who have medical condition. School has rigorous systems in place to ensure that medications for pupils are in date, available and clearly accessible by staff who need to administer them.

### Business Committee

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The Business Committee is responsible for the school's finances, personnel, data management and premises, and is tasked with:

- Monitoring the budget, ensuring that it fulfils the needs of the school as set out in the School Improvement Plan (SIP), and that the schools financial management complies with the best value, good practice ethos.
- Ensuring the school has effective and high-quality staff
- Overseeing implementation of all aspects of the school's data protections policy, including data management processes, staff roles and parent communication
- Ensuring that the school's buildings, and learning environment are maintained and fit for purpose and that effective procedures and policies are in place to meet all applicable health and safety standards and legislation

In 2022-23, our key objective was continued Financial Stability for the School and with the objectives set out from last year. These included i) effective cost management without compromising educational provision, and maximising school generated income opportunities through extending rich and diverse educational and extracurricular experience for pupils, and ii) operational standards – meeting all GDPR requirements for Data Management, optimal staffing model and high positive engagement, school's compliance with Health and Safety legislation and building /equipment upkeep and adjustments as needed.

### Financial Management

The school's financial year runs from April to March, unlike the academic year. We ended our last financial year (ending 31<sup>st</sup> March 2023) with an overall in-year surplus of £45k (against a budgeted in-year deficit of £41k). Although we were unable to cover all our costs through the government funding we received, we continued to boost our financial stability by successfully generating funds through our Nursery, After School Club and Lettings programme, which we are heavily reliant upon. Thankfully, the great reputation of our school allows us to benefit from high demand for pupil places and an equally strong demand for quality wrap around support services that we can provide. Our surplus has enabled us to continue to fund an additional Teaching Assistant to support the children.

We are very thankful that our parents continued to be exceptionally generous throughout the financial year:

- Contributing to the Governors Capital Fund enabling the scheduled replacement of the Astroturf during the summer holiday period and the refurbishment of the Year 1 block.
- Contributing to Class Funds supporting the purchase of consumable items, classroom resources, in-school workshops, and offsite trips
- Supporting HOTS initiatives, releasing funding for the replacement of the outside play equipment including the Trim Trail and the Reception Play area due before calendar year end, the librarian's salary, amongst other things

At the end of the financial year 2022-2023 the school's reserves stood at around £389k.

The budget for 2023-2024 has been agreed by governors and has been set at a deficit to draw down by approximately £79k on the available reserves. However, this is a worst case estimation, and in light of

confirmed changes to the staffing model, we now predict a small surplus, which is a fantastic start to the academic year, and simply means a reduced impact to our overall school reserves.

The Business Committee continue to work closely with the School Business Management team to focus on income generation and cost management to mitigate against this risk as much as possible.

### Personnel

In the current financial year (2023-2024) our total payroll costs are estimated to represent 75% of expenditure, and supporting the school in recruiting, developing, and retaining its high-quality staff is one of the most important roles of the Governing Body, and the Business Committee in particular. The governors monitor the schools staffing regularly, receiving updates from the School Business Manager at each Business Committee meeting, and ensuring that the school has the resources to achieve the objectives set out in the School Improvement Plan (SIP). As well as teachers, there are a large number of support staff that make an important contribution to Holy Trinity success.

All teaching staff have had appraisal, with objectives focusing on the achievements of pupils (with particular emphasis on our more vulnerable pupils), contributions to the whole school, and personal development. Four teachers will be leaving Holy Trinity at the end of the academic year to due to retirement or relocation. We are delighted to welcome six new teaching staff, one of whom is male. We wish everyone best wishes and good luck in their new endeavours.

Once again, due to a very focused financial management, Holy Trinity has not had to make some of the difficult staffing decisions that other local schools have faced, but we are pleased to be able to continue to provide specialist Music, French and P.E. teaching to allow children to benefit from a breadth of subjects to enjoy.

### Data Management

Implementation of the school's data protection policy, and the journey to GDPR compliance continues to be on track, and progress is reported to Full Governors each half term.

### Premises and Health and Safety

Our Health and Safety link governor continued to carry out half termly onsite H&S reviews and reported back to the Business Committee. The scheduled replacement of the outside play equipment and the Astroturf demonstrates H&S is at the forefront of keeping children safe.

As a Voluntary Aided school, we receive all our costs for staff and resources from the London Borough of Merton (ultimately from central government) but not all of our capital costs. 10% of all building maintenance work has to be paid for by the Governors Capital Fund, which for large projects can be a significant amount of money, together with a contribution of the Southwark Diocesan Board of Education for the costs of their support. The refurb of the Yr.I block is a prime example of this. The only source of income for the Governing Body is through donations from parents, as noted when your child joined the school. We are fully sympathetic to the cost-of-living crisis and the constraints on family finances. From September, you will see a small increase in the termly Governor Fund request from £24 to £25. However, the good news is that Governors have chosen to hold the costs of the After School Club as we know so many families are reliant on this service, in addition to holding the Class Fund Contribution of £25 per term. As always, Class Funds and Governors are optional, and we encourage families to contribute more or less than this as you feel able.

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Looking forward, from September, all children will be eligible for a free lunch which we hope supports families in these difficult times. We also await to see the finer details of the Government's recent offer to conclude the public sector disputes, and whether any agreement will provide a positive outcome to the school's financial management. Together, we all hope this latest offer will resolve the strike action so school activities can return to normal schedules in the new academic year and the school continues to be a safe and inspiring place to learn and to benefit all our pupils.

Thank you all again for your continued support, as we cannot achieve what we do, without you.

### Faith Team

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The Faith Team, together with the Growing Together in Spirit Team (children's Faith Team) endeavour to promote our school vision.

## Growing Together as Children of God

### At Holy Trinity C of E Primary School:

- we want our pupils to grow in confidence, independence, resilience and knowledge, so that all achieve their full potential and develop a life-long love of learning and of the world around us.
- we work together with families, community and church to model positive relationships, supporting each other and acknowledging that we are stronger when we work together.
- we are growing together as children of God, strengthening our faith, secure in the knowledge we are unique, loved and cherished.

Through the Faith Team and the Growing Together in Spirit Team, the school has continued to work at collating and updating evidence for our SIAMS School Evaluation Form, under the following strands:

- Vision and Leadership
- Wisdom, knowledge and skills
- Character Development: Hope, Aspiration and Courageous Advocacy
- Community and Living Well Together
- Dignity and Respect
- The impact of collective worship
- The effectiveness of religious education

We have received training on the new SIAMS Framework, which comes into force in September 2023.

Collective Worship is being planned with The Priory Primary School.

### Pupil Premium Report

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The number of pupils eligible for Pupil Premium funding at the end of the financial year was 49. This number is the combined total of those eligible for the Early Years Premium, Free School Meals, Ever 6 (previously Free School Meals) and previously Looked After Children. For the financial year 2022-23, we received £82, 454 in funding, the combined total of government Pupil Premium funding.

The Senior Leadership Team continue to use research conducted by the Education Endowment Fund to inform the use of the Pupil Premium below:

- Use data to identify gaps and to make them visible, pinpoint pupils at risk of underperforming and challenge those whose progress needs to accelerate (pupil attainment and progress tracking, pupil progress meetings and carefully structured interventions)
- Take time to understand the needs of each pupil, know what works best for vulnerable and disadvantaged pupils and apply it consistently and relentlessly (this ethos is stretched throughout our whole school) Evaluate, celebrate and share success
- Recognise and unlock potential, including identification of high attaining pupils eligible for Pupil Premium Intervene early and effectively, track progress and change approaches where necessary (early intervention and tracking in place)
- Focus on transition, one-to-one/small group tuition and progressive development of language and literacy skills (Early Years support & Read, Write Inc. applied across Early Years Foundation Stage and Key Stage One; 1:1 tuition and team teaching in KS2)
- Search out the most effective ways of engaging parents and families, and listen to pupils and engage them in sustained dialogue about learning

Our Pupil Premium Strategy is available on our website, which gives further detailed information about how the grant is spent and the desired impact. Here is a summary of how the funding has been used to provide the following interventions and resources:

- TA support in class at group and 1:1 level
- 1:1 tutoring and small group tuition
- Early language interventions
- signing up to the Coram Beanstalk Reading Scheme to provide regular 1:1 reading support
- use of Fabulous Folders, which are sent home with extra reinforcement activities for the children to complete
- providing Play Therapy sessions
- participation in the ELSA programme to help build self-esteem and confidence and breakdown any barriers to learning
- support with the purchase of uniform
- support with residential visits
- support with transport costs for refugee children

Quality First Teaching, Early Intervention and 1:1 or Small group Tuition continue to be our most successful strategies for closing the gap of attainment. We structured a learning programme for our PP pupils, in-line with our Recovery Funding programme, which focused on in class support, after school group tuition sessions and regular reading opportunities and activities. We are committed to continuing this programme on into autumn term 2023 and ensuring that are pupils are accessing the highest quality teaching and learning.

## Report from the Treasurer

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Holy Trinity is a Voluntary Aided (VA) school and as such, our key capital projects are funded through the Southwark Diocese, subject to a minimum of 10% of the cost of all capital works being funded by the Governors.

The sole source of income to the Governors Fund is parental contribution, either directly via ParentMail or through matched funding (employer and/or payroll giving). In line with other VA schools, we ask parents to contribute to the Governors Fund across the course of each academic year, with funds relied upon to pay our subscription to the Diocese (averaging £9,000 per year), cover the first 10% of capital works where funding is approved with the Diocese and to provide additional money for ad hoc school improvements.

Recognising the continuing challenge that so many families in our school community are facing in trying to balance the economic impact both post pandemic as well as from recent world events and the resulting squeeze on finances, we are incredibly grateful for the continued generous support of so many parents.

The option of including Gift Aid to contributions made through ParentMail increases the level of assistance which can be offered by parents to the growth of the Governors Fund so if you are a UK taxpayer, please do ensure you select this option as it is extremely beneficial (at no extra cost to yourself) towards the upkeep of the school.

This year parent contributions have enabled the urgent replacement of our fire alarm system and this summer we will be using the Governors Capital Fund to pay for the replacement of our main astroturf area which is in constant use for PE lessons and playtimes. We will also be replacing the circular sink unit in our main toilets. Whilst these items are not very glamorous, they are essential for the safe operation of our school.

Every contribution to the Governors Fund makes a difference by assisting in the provision of well-maintained school premises and grounds for the safety, security and wellbeing of all Holy Trinity pupils and staff and the Governors would take this opportunity to thank everyone in our school community for their continued support as we look forward to the new academic year.

## Governor training undertaken in 2022-2023

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Governors undertook a variety of training sessions in 2021-2022, the majority of which were held online during the pandemic:

- Special Educational Needs and Disability
- Safeguarding
- Health and Safety
- Religious Education
- SIAMS
- Ofsted
- Diversity and Equality
- Induction/ Welcome to Governance (for new Governors)
- Succession Planning
- Merton & Sutton Clerk's Briefings
- Merton Chairs' Briefings